FEDERAL WAY
PUBLIC SCHOOLS

| POLICY TITLE: SUPERINTENDENT ROLE EXPECTATIONS | POLICY SECTION: BOARD/SUPERINTENDENT RELATIONSHIP | POLICY NO: B/SR-6 |
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| APPROVED BY: BOARD | REGULAR BOARD POLICY REVIEW FREQUENCY: EVERY TWO YEARS (EVEN YEARS) | BOARD MONITORING OF BOARD COMPLIANCE FREQUENCY: EVERY TWO YEARS |
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# *B/SR-6 Superintendent Role Expectations*

## BACKGROUND

In keeping with the Board Committee and Governing Approach (GP-1a), the Superintendent has the responsibility for effecting specified organizational results outlined in the Ends Policies within the boundaries of executive authority established in Executive Limitations Policies.

## POLICY

The purpose of this policy is to further define the role description of the Superintendent.

The Superintendent is responsible for the leadership and management of the affairs of Federal Way Public Schools in accordance with legislation and policies set by the Board. The Superintendent creates an organization and an environment that aligns with achieving the Ends Policies and the shared vision for the future.

The Superintendent must be able to:

1. Interpret the Board's Ends policies (e.g., mission, vision for strategic ends, high level results) and transform these into realizable management outcomes.
2. Provide information and insight to assist the Board in policy decision-making.
3. Provide the Board with regular, accurate, and effective monitoring information pertaining to the assessment of achievement of the Ends Policies within Executive Limitations Policies.

Further the Superintendent must successfully fulfill the scope of work defined below. The Superintendent is responsible for:

1. **Organizational Accomplishment of Ends Policies Achievement of Ends**
    - Provides direction in establishing Ends Policies interpretation and a long-term strategic plan which flows from the Ends Policies established by the Board. The plan sets out a future vision of the organization, specific outcomes to be achieved, and a strategic management agenda. Success of achievement of the Ends within Executive Limitations is regularly evaluated.
    - Provides leadership and advice to members of the Board in anticipating, identifying, and addressing issues of concern related to Federal Way's education agenda and improvement plan.

- Builds and facilitates understanding and consensus among the members of the Board, the government, and constituent groups as to directions to be taken by Federal Way Public Schools.
- Recommends Ends policies revisions to the Board in order to meet the changing needs of the students, families, and policy direction from government.
- Provides leadership to the employees of the organization in order to capitalize on the full potential of this critical resource. In doing so, guides, directs, and supports all those employees to work as a team to contribute to the realization of the Ends policies.
- Engages employees in the development and delivery of Federal Way education and programs.
- Ensures that the FWPS services and offerings remain relevant to the needs of the public and profession and that excellence remains the hallmark of our results.

**2. Organizational Accomplishment within the Boundaries of the Executive Limitations Policies**

**Leadership of Staff**

- Maintains and enhances an organization structure for the employees that directs critical human resources towards accomplishing the Ends, strategic outcomes, and operational objectives.
- Evaluates staffing levels to ensure they are sufficient to accomplish the Ends Policies established by the Board and balanced with available financial resources.
- Establishes progressive policies and programs that support employees and enables the organization to attract and retain effective, qualified employees in order to achieve the full potential of FWPS's human resources. Maintains a clear definition of the responsibility of each employee; directs and motivates the staff; and creates a system of measurement of employee performance to ensure the accomplishment of the organization's goals and objectives.
- Develops and implements effective succession planning and leadership development throughout the organization, to ensure the continued effective performance of the organization over time.
- Arranges for one or more senior administrator(s) to be aware of and able to manage corporate affairs in the event of the sudden absence of the Superintendent.

**Programs**

- Ensures that quality education and support programs meet the policies established by the Board.
- Evaluates continuously the methods of program delivery to ensure they are meeting the needs of the students and families and are consistent with the Ends Policies.
- Leads the organization in building and sustaining relevant affiliations with government and other stakeholders.
- Increases program capacity by developing new strategies for education and business process development and facilities planning.

**External Environment**

- Communicates actively and promotes the organization's Ends Policies and values to the public, the students and families, the government, and other stakeholders.
- Develops effective relationships with organizations sharing common interests.

- Works closely with the government and keeps up to date on developments in the education sector, in order to ensure the organization has the best possible information to respond to emerging issues.

**Financial and Administrative Management**

- Develops and maintains a multi-year financial plan (under the Ends and Executive Limitations Policies) that addresses required forecasted levels of revenue and expenditure.
- Ensures the development and implementation of effective financial and administrative systems.
- Ensures the effective utilization of financial resources within the policies established by the Board.

**Risk Management**

- Ensures a dynamic, enterprise-wide risk management program is in place.
- Ensures effective financial risk management controls within the limits of management authority and other Board Policies.
- Monitors legislation and the regulatory environment for legislative changes which could affect FWPS and makes recommendations where appropriate, in consultation with legal counsel and appropriate external advisors.

3. **Support and Interaction with the Board**

**Board Information**

- Ensures the Board receives all the information necessary to properly exercise its governance responsibilities as outlined in Executive Limitations 4 - Communication. Upon the election or appointment of each new Board Member, the Superintendent supports a program that provides new members with the appropriate governance background information on the organization and Board orientation to the general issues facing the organization at that time.

**Board Monitoring**

- Apprises the Board regularly of performance towards Ends and the priorities and achievement identified in the strategic business plan by complying with the Board Monitoring Policy.

**Board Support**

- Supports the Board and its committees by providing relevant information and the resources required to fulfill their responsibilities.

**Senior Public Spokesperson**

- The Board delegates to the Superintendent the responsibility of senior public spokesperson for the organization.

**REPORTING RELATION**

Reports to the Board as a whole.